



Compatibility of Organizational Culture towards the Application of Entrepreneurial Research University (ERU)

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Abstract

This study aims to analyze the appropriateness of organizational culture in an effort to implement Entrepreneurial Research University (ERU) at DWC University through processing primary data from the results of questionnaires regarding 4 (four) types of organizational culture, which are filled out by Academic Staff (PA) or lecturers and Academic Supporters (PPA) or administrative staff as many as 254 people. The questionnaire refers to the concept of the Organizational Culture Assessment Instrument (OCAI) which is based on Quinn and Cameron's theory of the Competing Values Framework (CVF). The primary data of this research is processed with the Importance-Performance Analysis method to measure the level of employee satisfaction, and Gap Analysis to compare the actual performance with the expected potential performance, equipped with a Spider Curve Analysis as a visualization of the importance and performance of each aspect in the variable researched. From the survey results, it was found that employees have lived the culture of Clan and Adhocracy, as the most appropriate characters which support the formation of a work environment that is mutually respectful among office holders, both equal and tiered, in order to achieve ERU. The main point in the cultural characteristics of the Clan and Adhocracy has been considered important by employees, although not entirely satisfied with its implementation. Gap that arise between the understanding of the importance of the main points above and the perceived satisfaction, is a note for leaders, especially HR managers to formulate new strategies to improve employee performance and satisfaction.

Keywords: *Clan; Adhocracy; Organizational Culture; Entrepreneurial Research University*

Introduction

A social psychologist argues that "Culture in an educational institution has a much greater influence on the life and learning process of students than the formulation of materials and policies compiled by lecturers, deans, rectors, and even foundations." (Barth, 2020). If the culture in an educational institution is not friendly and comfortable for students, their achievement will be difficult to achieve. Meanwhile, in the current era of the industrial revolution 4.0, students have extraordinary access to studying online. Although knowledge is now easily obtained outside formal institutions and even for free with an internet connection, it should be remembered that the demands of today's companies place great emphasis on attitudes, mindsets, emotional maturity, and technical skills, especially in dealing with

peers. This makes physical meetings and daily interactions in a formal institution in the classroom not only a medium to gather knowledge, but also their learning and preparation to become complete figures and ready to enter the world of work.

Why is the culture in a university so important? Because culture defines character and sets standards for expectations of behavior. What students experience in college life will become what they hold in life. Currently, universities are agile, willing to change, and move fast which will continue to advance with ever-growing challenges and demands. Organizational culture will be the key to the quality of higher education human resources which have a significant role in providing direct experiences of human interaction - a learning that is irreplaceable by unlimited access to knowledge in the virtual world.

The quality of graduates who are agile (flexible), quickly adapt to the social conditions of society physically but are also smart in utilizing technology is a demand for the world of work that has VUCA (Volatility, Uncertainty, Complexity, Ambiguity). Opening access to global markets is also a challenge as well as a motivation to pursue the big ideals of PTS "DW" as an Entrepreneurial Research University which has been launched since 2009. In the 2009-2013 Strategic Plan, it has been determined that the long-term goal of DWC University is "Towards Entrepreneurial Research University (ERU) in 2023 by Increasing Integrated Internal Capacity ". The entrepreneurial mindset is the main goal in producing superior graduates. The mindset of these excellent graduates cannot be separated from the vision and mission of DWC University. "To provide contextual education and learning based on embassy values. Conduct research that is in favor of human values. Carry out participatory community service ". Since DWC University was founded, organized, and managed by the "DW" Higher Education Foundation with the Decree of the Foundation Management Board number 001 / Kep / Yas / 1985 on May 2, 1985, as a development of the DW Theological College which was established on October 31, 1962, there has never been an assessment of the organizational culture that the human resources live in as the driving force for DWC University operations.

The policies implemented by the Foundation towards DWC University HR have not been updated according to the latest HR management model in this VUCA era. The human resource management system, which was initially strong enough to accompany the change from a high school to a university, now needs to be revamped according to fast and rapid changes. If you look at the background of this research as well as the big goals of DWC University, the most suitable cultures are Adhocracy culture and Clan culture. Culture Clan creates conditions where the need for recognition or recognition of employee performance is well provided; while the culture Adhocracy creates conditions that provide satisfaction in self-actualization (Zavyalova and Kucherov, 2010). Lee et al. (2016) reported on the relationship between culture Clan and supreme leadership management support. Trust, cohesion and communication, all characteristics of culture Clan, encourage managerial and employee communication (Bock et al., 2005; Kim and Lee, 2006; Suppiah and Sandhu, 2011). Nyhan (2000) reports that in the public sector organization, participation in decision making and increased workforce empowerment - both characteristics of culture Clan - promote increased trust between management and employees. Values related to trust, including trust in top management, are more often seen in organizations with a Clan culture and Adhocracy culture than in Market culture or culture Hierarchy. With these preliminary findings, this research will focus on how many DWC University employees live the Adhocracy and Clan culture. The results obtained will be the basis for Human Resource Development to formulate programs and support policies that enable SWCU employees to live an appropriate culture.

One of the aspects that will be included in the corporate culture mapping questionnaire is career satisfaction. The career satisfaction matrix is a response to performance and job level (Gattiker and Larwood, 1988). The matrix measures the extent to which individuals believe that their career advancement is consistent with their own goals, values and preferences (Heslin, 2003), and shows the level of happiness experienced through their job choices. Job satisfaction is related to the current work

situation. Therefore, career success is subjective because it depends on career satisfaction (Ng et al., 2005). It is hoped that the results of this research questionnaire, which is distributed to DWC University employees, show that the work environment at DWC University is of these 2 types. If it turns out that it has not been included in the category of culture Clan and culture Adhocracy, then recommendations for action are needed to change the current culture towards these two cultures in order to achieve ERU.

Methods

This study uses primary data collected through a questionnaire survey. The questionnaire instrument was prepared by accommodating various stakeholders related. All statement items were tested on previous respondents to measure the validity of the content of the research instrument. The data were obtained by submitting a questionnaire to be filled out by the respondents. This method is expected to be able to fill in the weaknesses of the technique interview which in some cases is less efficient. Respondents involved in the study consisted of Academic Staff (AS) and Academic Supporting Staff (ASS). Representation in each faculty/institution/unit is carefully considered so that no faculty / institution / unit is not represented.

Respondents in this study were Academic Staff (AS) or lecturers and Academic Support Staff (ASS) or administrative staff at DWC University. Of the total 420 employees at DWC University, 254 questionnaires were returned. The questionnaire was distributed from mid-September to mid-December 2019. This study accessed 4 (four) types of organizational culture with their respective indicators. The dimensions / indicators used are described in the questionnaire items. Broadly speaking, the questionnaire is divided into 3 major parts, namely; 1). Respondent demographic identity; 2). Respondents' perceptions about the importance of the variables studied; and 3). Perceptions of satisfaction with the variables studied. To measure the four types, refer to the concept Organizational Culture Assessment Instrument (OCAI) which is based on Quinn and Cameron's Competing Values Framework Model (CVF), which was then translated and adjusted to the DWC University context.

Perception measurement asked in this survey will use a Likert scale, created by Rensis Likert from the United States which is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. The questions in this questionnaire use a positive question form to measure a positive scale by giving a score of 5, 4, 3, 2, and 1. Each statement item is measured using a Likert scale 5. For the level of importance (importance) with a scale that is 1 = Very insignificant; 2 = Not important; 3 = Quite important. 4 = Important; 5 = Very important, while for the level of satisfaction (satisfaction) with a scale, namely: 1 = Very dissatisfied; 2 = Not satisfied; 3 = Quite satisfied; 4 = Satisfied; 5 = Very satisfied. The questions that are compiled are then given weighting into 2 (two) main categories, namely: How Important and How Satisfied. This is done to see the correspondence between expectations and reality on the ground. The weighting of the results of the questionnaire processing is carried out on the criteria of each item, then the average is sought to obtain the value of importance (importance) and level of satisfaction (satisfaction).

In this method, it is necessary to measure the level of conformity to find out how much the customer is satisfied with the company's performance, and how much the service provider understands what the customer wants for the services they provide. In the Importance-Performance Analysis, mapping is carried out into 4 quadrants for all variables that affect service quality.

Results

Characteristics of Respondents

As complementary information in the processing of survey results, several questions were asked regarding demographic data such as: age, educational background, gender, length of work, work unit, position, and type of work. The survey questionnaire compiled was distributed to 420 respondents, all of whom were permanent DWC University employees, both academic employees and academic assistant employees (staff). Of the total questionnaires distributed, 267 were returned to the team. Of the 267 questionnaires, 15 of them were not filled in completely so that in total only 252 were then processed. The 252 questionnaires fulfilled 60% of the total questionnaires distributed so that they were sufficiently qualified to be considered representative of all existing human resources.

Table 1. Respondents Response Rate

No	Information	Total
1	Questionnaires distributed	420
2	Questionnaires returned	267
3	Incomplete	15
4	Questionnaires processed	252
	<i>Response Rate (%)</i>	60

Demografi of Responden

Based on data obtained from the results of the survey conducted, information was obtained that female respondents reached 48 percent and male respondents were 46.1 percent. Meanwhile, 5.9 percent did not answer. This composition is considered quite ideal because the composition between women and men does not have significant disparities, for the composition based on the type of work, the number of ASS respondents reached 57.9 percent, while respondents from AS reached 39.4 percent. There is a small proportion, namely 2.8 percent who are not willing to answer.

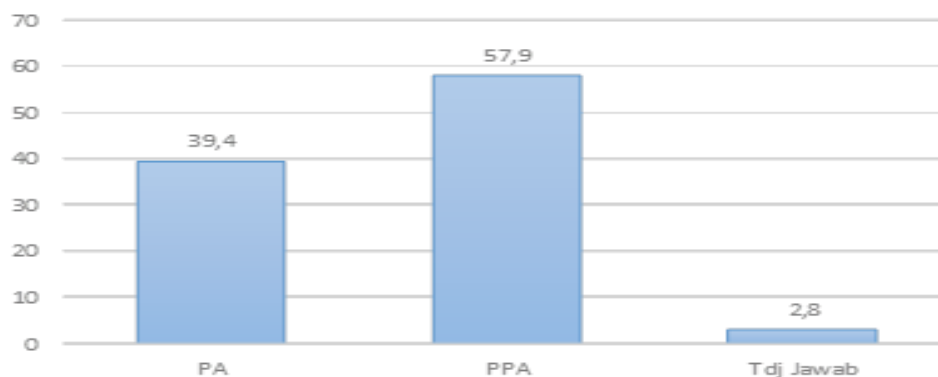


Figure 1. Respondent Group Diagram

Respondents based on age have an unequal pattern. The most common age was between 25-35 years, which amounted to 37.8 percent. The next second place is 45-55 years, which amounts to 24.8 percent, and the third place is over 55 years, which amounts to 20.9 percent.

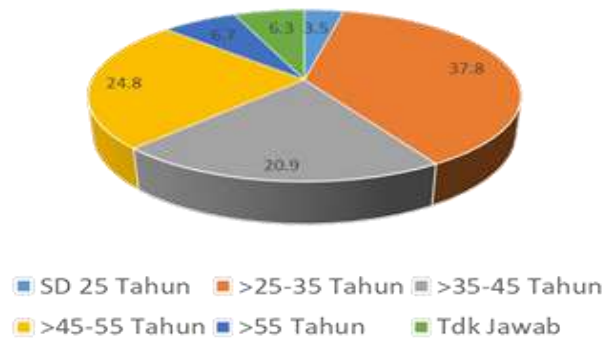


Figure 2. Age Diagram of Respondents

Respondents based on education level also have an unequal pattern. The highest number of respondents is those who have a master's level of education with a total of 30.3 percent. The second place followed by respondents with a bachelor's degree, which amounted to 29.5 percent.

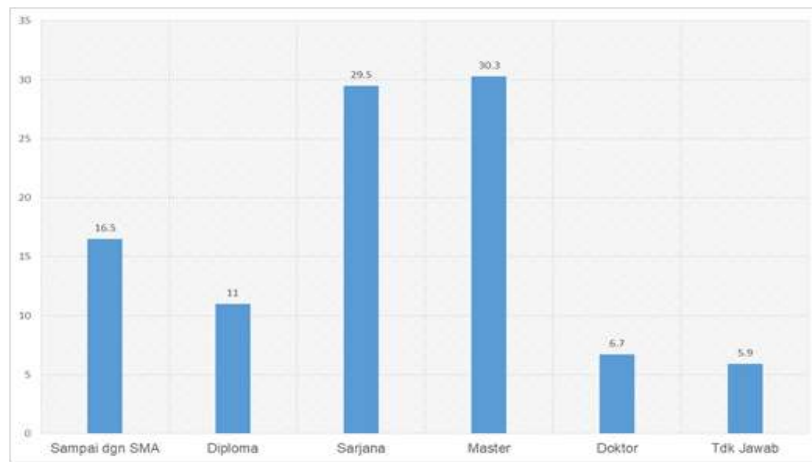


Figure 3. Educational Background Diagram of Respondents

The number of respondents when grouped by work unit shows that the dominant respondent is staff who reach 50 percent. Meanwhile, the number of lecturers is 26.4 percent, and the deans are 8.3 percent. The remaining small part is divided into other units.

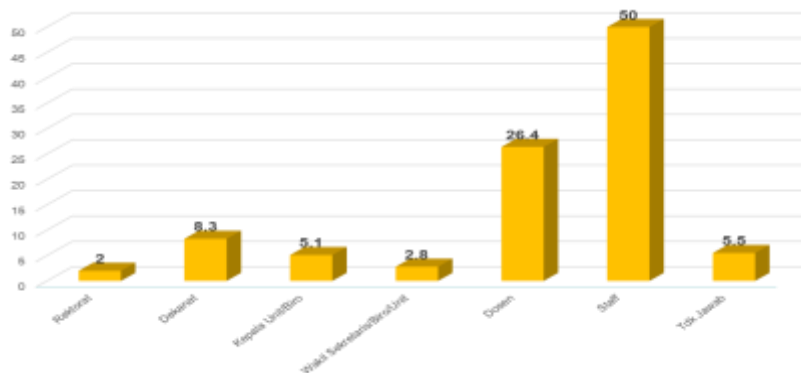


Figure 4. Diagram of Respondents' Work Units

If respondents are grouped by length of work, it can be seen that most respondents are employees with less than 5 years of service. This is followed by senior employees whose work periods are more than 15 years, which amount to 28 percent.

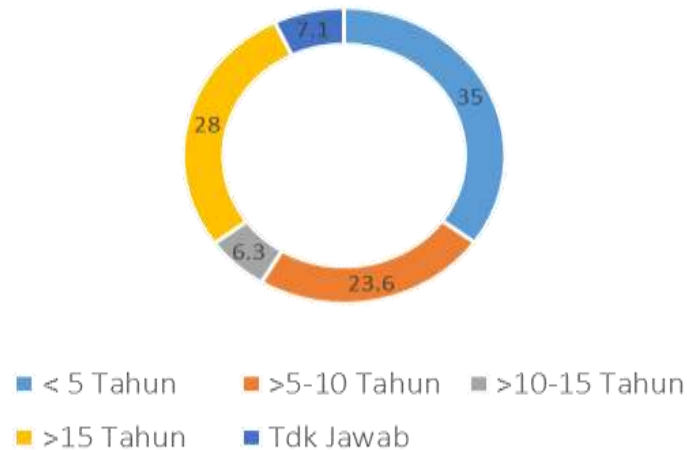


Figure 5. Diagram of Length of Service and Age of Respondents.

Analysis and Discussion

Adhocracy (Entrepreneurial Culture)

This culture is based on energy and creativity. Employees are encouraged to take risks, and leaders are seen as innovators or entrepreneurs. This organization was brought together through experimentation, with an emphasis on the ingenuity and freedom of the individual. In this concept, the perception within the DWC University environment has given good category values in every aspect. The highest gap between importance and performance is the aspect of the spirit of entrepreneurship who dares to take risks and get out of the comfort zone, with a value of 1.07. Meanwhile, the lowest gap score occurred in the aspect of creating new things and challenges, with a value of 0.89.

Table 2. Analysis of Organizational Culture Adhocracy (Entrepreneurial Culture)

Code	Item	AS	Kin	Gap	Index	Information
A2	Entrep	4.23	3.16	1.07	74.7	Good
B2	Pim	4.33	3.27	1.06	75.52	Good
C2	RBBU	4.28	3.24	1.04	75.7	Good
D2	Ino	4.46	3.44	1.02	77.13	Good
E2	New	4.35	3.46	0.89	79.54	Good
F2	Prod	4.42	3.36	1.06	76.02	Good
Average		4.35	3.32	1.02	76.44	Good

Source: Survey 2019. (processed)

Market (Competition Culture)

This culture is built on the dynamics of competition and achieves tangible results. The focus is goal-oriented, with leaders who are tough and demanding. In this concept, all respondents considered that it

was in a good category in its implementation within the DWC University environment. The highest gap occurs in the aspect of the definition of the criteria for success by winning the market through competition, with a score of 1.03. Meanwhile, the lowest gap value occurs in the aggressive leadership criteria, with a value of 0.92.

Table 3. Organizational Culture Analysis Market (Competition Culture)

Code	Item	AS	Kin	Gap	Index	Information
A3	Result	4.23	3.22	1.01	76.12	Good
B3	Agres	4.24	3.32	0.92	78.3	Good
C3	Kom	4.24	3.28	0.96	77.36	Good
D3	Target	4.35	3.38	0.97	77.7	Good
E3	Market	4.31	3.29	1.02	76.33	Good
F3	Lead	4.32	3.29	1.03	76.16	Good
Average		4.28	3.3	0.99	77	Good

Source: Survey 2019. (processed)

Hierarchy (Culture Control)

This culture is based on structure and control. The work environment is formal in nature, with strict institutional procedures for guidance. Leadership is based on organized coordination and monitoring, with a culture that emphasizes efficiency and assurance. In this concept, all respondents considered that they were in the good category in its implementation within the DWC University environment. The highest value of the gap between importance and performance occurs in the leadership aspect which coordinates smoothly, with a value of 1.1, while the lowest gap is in attachment to applicable rules, with a value of 0.93.

Table 4. Analysis of Organizational Culture Hierarchy (Control Culture)

Code	Item	AS	Kin	Gap	Index	Information
A4	Formal	4.22	3.17	1.05	75.12	Good
B4	Koor	4.39	3.29	1.1	74.94	Good
C4	Safe	4.3	3.26	1.04	75.81	Good
D4	Set	4.24	3.31	0.93	78.07	Well
E4	Stable	4.33	3.29	1.04	75.98	Good
F4	Efficient	4.34	3.27	1.07	75.35	Good
Average		4.3	3.27	1.04	75.88	Good

Source: Survey 2019. (processed)

Clan (Collaborative Culture)

This culture is rooted in collaboration. Members share common ground and see themselves as part of one large, active and engaged family. In this concept, all respondents considered that they were in the good category in its implementation within the DWC University environment. The highest value of the gap between importance and performance occurs in the aspect of definition of success in human resource development, teamwork, and commitment, with a value of 1.1, while the lowest gap occurs in the aspect of an office atmosphere with a kinship climate, with a value of 0.86.

Table 5. Analysis of Organizational Culture *Clan* (Cultural Collaboration)

Code	Item	AS	Kin	Gap	Index	Description
A1	Klrg	4:31	3:45	0.86	80.05	Good
B1	Pend	4:39	3:38	1:01	76.99	Good
C1	Tim	4:37	3:33	1:04	76.2	Good
D1	Believe	4:46	3:53	0.93	79.15	Good
E1	PeSDM	4.4	3:31	1.09	75.23	Good
F1	KKK	4.46	3.36	1.1	75.34	Good
Average		4.4	3.39	1.01	77.16	Good

Source: Survey 2019. (processed)

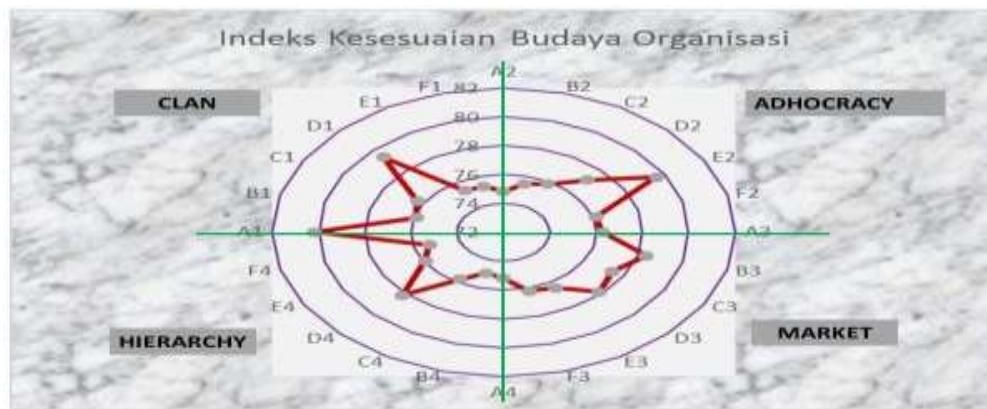


Figure 11. Organizational Culture Suitability Index

Based on the curve analysis in Figure 11. The cultural suitability index for SSA and PA DWC University is more likely on culture Clan and Adhocracy. In a culture Clan, the organization's trust and obligation towards employees at all levels facilitates open communication and employee involvement (SA and SSA) in decision making. Organizations with this type of relationship based on cultural values and support (Cameron and Quinn, 1999) will tend to increase job satisfaction, career and commitment (Cameron and Ettington, 1988).

Likewise, an adhocratic culture, like clan culture, would be quite flexible. However, it is more externally focused, and will therefore reward growth, autonomy and attention to detail. This type of culture believes that change will promote new resource foundations and encourage organizational members to be innovative and take risks. These organizations therefore tend to innovate.

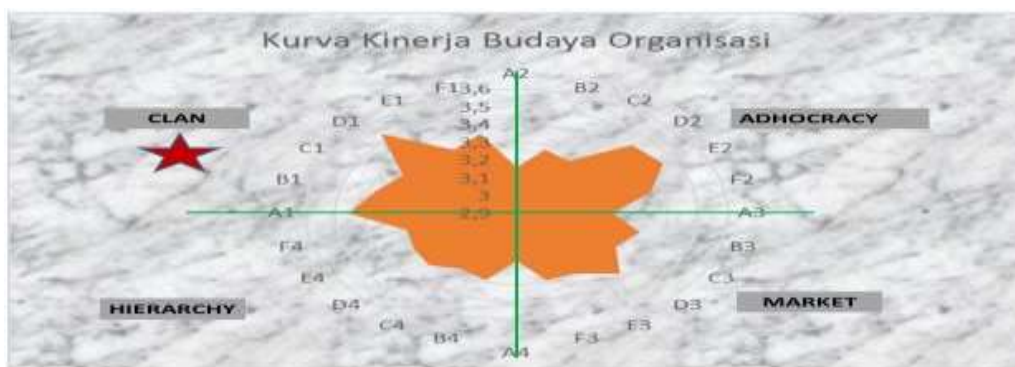


Figure 12. Organizational Culture Performance

Based on the curve analysis in Figure 12. The importance of DWC University organizational culture, it also tends to be culture Clan and Adhocracy. This indicates that employees perceive the importance of a DWC University organizational culture with a combination of culture types Clan and Adhocracy.



Figure 13. The Importance of Organizational Culture

Based on the curve analysis in Figure 13. The importance of DWC University organizational culture, it also tends to be culture Clan and Adhocracy. This indicated that employees wanted the DWC University 'importance of organizational culture' to be manifested by a combination of culture types Clan and Adhocracy. Based on Tables 6 to 9 above. There was a tendency for the type of culture that was perceived by DWC University employees to be more on culture Clan, with an average importance level of 4.4 which was higher than other types. Likewise, Types Clan have a higher average satisfaction rating than other types. Then, the second highest type of culture, is the type Adhocracy, with an average value of its importance level, 4.35 and an average value of its satisfaction level, which is 3.32.

Discussion

Based on the results of the analysis that has been done, it is indicated that the organizational culture of DWC University is perceived by employees (SA and SSA) as a combination of Clan and Adhocracy types. The combination of this type of culture is in accordance with the results of research which shows that the type of organizational culture has an impact on trust in management and career satisfaction. Respondents from public organizations, with the "clan" and "adhocratic" types, tended to trust top managers more than those from other types of culture.

Respondents from "clan" type organizations also had greater career satisfaction. Only clan-type organizational culture significantly predicts career satisfaction (Fauzia Jabeen and Adrienne A. Isakovic, 2017; Issa and Haddad, 2008; Joo and Read, 2012). (Gulius, 2019) Organizational culture "Clan" in universities as a culture of collaboration and cooperation are possible answers to the search for unity between the two opposing trends of modern universities. There is a tension between the traditional professors of university culture and the innovation and market culture that help overcome the challenges of contemporary globalization and competition in the education market.

It is clear that clan culture hinders the transformation of the university into an economic corporation and contributes to the preservation of the university community and its professional and personal identity. The relevance of the study lies in the fact that the configuration of the university's corporate culture as a management tool helps to form a shared vision of a world-class university. Currently, in the competitive situation in Russia, excellence program 5-100, it is very important for universities to ensure the loyalty of employees, students, university partners, and university environment. The university clan corporate culture is responsible for introducing innovative brands and preserving classic heritage to transform into a new kind of university as a private higher education institution that has a long-term target to become an Entrepreneurial Research University which requires conducive working conditions to achieve this goal.

This Employment Survey will be the basis for consideration of decision makers at the leadership level to formulate program concepts that can encourage the strengthening of a work culture atmosphere that is Clan and Adhocracy as the most appropriate work culture for an organization / company with entrepreneurial spirit. The survey results showed that employees have lived the culture of Clan and Adhocracy in their daily work, but the finding of a gap in the level of satisfaction shows that there is a need for improvement in HR management that currently exists at DWC University.

Conclusion

Characteristics of Clan Culture and Adhocracy were found to be the most suitable characters and support the formation of a work environment that respects each other among job holders, both equal and tiered. A positive environment like this will support the creation of initiatives and a greater sense of belonging to the organization. The recognition and respect given by the leadership for the initiative that comes from the team members, are the characteristics of the entrepreneurial spirit which is the long-term goal of DWC University to become an Entrepreneurial Research University.

The results of filling out the questionnaire conducted by all employees from all structural levels show that the things that are the main points in the characteristics of Clan and Adhocracy culture are considered important by employees, although not entirely satisfactory in their implementation. This shows that the level of interest and satisfaction of employees towards Clan culture and Adhocracy is appropriate.

GAP / gaps that arise between the understanding of the importance of the main points above and the perceived satisfaction, is a note for leaders, especially HR managers to formulate appropriate strategies to improve employee performance so that the level of satisfaction can be further improved.

Recommendations

Suggestions for other research in the future à What deficiencies mentioned above could be improved or complemented in other studies. Deepening the explanation about CVF Theory. After doing this study, what do we find so that the theory can explain the four types. Policy advice for organizations. à if indeed Clan and Adhocracy are the best and already exist at DWC University, then it needs to be compiled as a code of conduct to become a system, SOP, then become standardized guidance in the Chancellor's Decree. So someone needs to map and formulate a staffing system in accordance with the organizational culture that we find from the results of this study.

The results of study provide advice to organizational policy makers, by maintaining more on the combination of cultural types, Clan and Adhocracy types. In line with the focus of the DWC University Vision, towards ERU, it is important to gradually change the type of organizational culture to be more dominant in the type of adhocratic culture. Because it was found that the things that were most important

to employees but not satisfactory are: Leadership that displays a focus on aggressiveness, logic, and results orientation; Therefore, the leadership needs to consider making a leadership capacity building program for structural officials at DWC University so that it reflects the spirit of a leader that is suitable for the DWC University work environment towards the aspiring Entrepreneurial Research University.

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